



Notice of Meeting of

APPOINTMENTS COMMITTEE

Tuesday, 6 June 2023 at 5.30 pm

**Sedgemoor Room ,Bridgwater House, King
Square, Bridgwater TA6 3AR**

To: The members of the Appointments Committee

**CLlr Andy Dingwall, Cllr Val Keitch, Cllr Liz Leyshon,
Cllr Sue Osbourne, Cllr Bill Revans**

For further information about the meeting, including how to join the meeting virtually, please contact democraticservicesteam@somerset.gov.uk. Or 01823 357628

All members of the public are welcome to attend our meetings and ask questions or make a statement **by giving advance notice** in writing or by e-mail to the Monitoring Officer at email: democraticservicesteam@somerset.gov.uk by **5pm on Wednesday, 31 May 2023**.

This meeting will be open to the public and press, subject to the passing of any resolution under the Local Government Act 1972, Schedule 12A: Access to Information.

The meeting will be webcast and an audio recording made.

Issued by (the Proper Officer) on Wednesday 24 May 2023

AGENDA

Appointments Committee - 5.30 pm Tuesday, 6 June 2023

Public Guidance Notes (Pages 5 - 6)

1 Appointment of a Chair for the meeting

To appoint a Chair from the elected members of the Committee.

2 Apologies

To receive any apologies.

3 Declaration of interests

Members to declare any interests. The statutory register of interests can be inspected upon request to the Democratic Services Team.

4 Public Question Time

The Chair will allow members of the public to ask any questions or make a statement about the matters on the agenda for the meeting.

5 Exclusion of the press and public

The committee are requested to consider and agree a resolution under Schedule 12A of the Local Government Act 1972 that the press and public be excluded during the remainder of the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure to them of exempt information of the following description:

- Information relating to any individual
- Information which is likely to reveal the identity of any individual

6 To Appoint Service Director - Strategy and Performance (Pages 7 - 14)

To consider the recommendations of the Appointments Panel.

7 Minutes of the meeting

To authorise the Chair of the meeting to agree the accuracy and sign the minutes as a correct record following circulation to the members of the Committee.

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Guidance notes for the meeting

Council Public Meetings

The legislation that governs Council meetings requires that committee meetings are held face-to-face. The requirement is for members of the committee and key supporting officers (report authors and statutory officers) to attend in person, along with some provision for any public speakers. Provision will be made wherever possible for those who do not need to attend in person including the public and press who wish to view the meeting to be able to do so virtually.

Inspection of Papers

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Democratic Services at democraticserviceteam@somerset.gov.uk or telephone 01823 357628.

They can also be accessed via the council's website on [Committee structure - Modern Council \(somerset.gov.uk\)](#)

Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: [Code of Conduct](#)

Minutes of the Meeting

Details of the issues discussed, and recommendations made at the meeting will be set out in the minutes, which the Committee will be asked to approve as a correct record at its next meeting.

Public Question Time

If you wish to speak or ask a question about any matter on the Committee's agenda please contact Democratic Services by 5pm providing 3 clear working days before the meeting. (for example, for a meeting being held on a Wednesday, the deadline will be 5pm on the Thursday prior to the meeting) Email democraticserviceteam@somerset.gov.uk or telephone 01823 357628.

Members of public wishing to speak or ask a question will need to attend in person or if unable can submit their question or statement in writing for an officer to read out, or alternatively can attend the meeting online.

A 20-minute time slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been agreed. Each speaker will have 3 minutes to address the committee.

You must direct your questions and comments through the Chair. You may not take a direct part in the debate. The Chair will decide when public participation is to finish. If an item on the agenda is contentious, with many people wishing to attend the meeting, a representative should be nominated to present the views of a group.

Meeting Etiquette for participants

Only speak when invited to do so by the Chair.

Mute your microphone when you are not talking.

Switch off video if you are not speaking.

Speak clearly (if you are not using video then please state your name)

If you're referring to a specific page, mention the page number.

There is a facility in Microsoft Teams under the ellipsis button called turn on live captions which provides subtitles on the screen.

Exclusion of Press & Public

If when considering an item on the agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

If there are members of the public and press listening to the open part of the meeting, then the Democratic Services Officer will, at the appropriate time, ask participants to leave the meeting when any exempt or confidential information is about to be discussed.

Recording of meetings

The Council supports the principles of openness and transparency. It allows filming, recording, and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting.

RECRUITMENT TO SERVICE DIRECTOR – STRATEGY AND PERFORMANCE

APPOINTMENTS COMMITTEE BRIEFING PAPER

1. Introduction

This document proposes the process to appoint a permanent Service Director – Strategy and Performance, for consideration by the Appointments Panel, as this post was not successfully appointed to during the Tier 3 internal appointments process following interviews.

The paper presents legal, constitutional and process considerations, as well as salary comparisons for the roles. The purpose of this panel is described in section 2.

2. Constitutional Requirements

Appointment to Senior Leadership Team (SLT) posts must be conducted in accordance with relevant local government requirements, to be considered lawful and to avoid potential future challenge. This will need to follow the requirements set out in the constitution of Somerset Council.

The requirements for appointing to Senior Leadership Team posts, at grades 1-3 in Somerset County Council, are as follows:

2.1. Appointments Panel

The consequence of this is that as part of the process, a proposal to appoint to a Senior Leadership Team post will need to be put before an appointments' panel. The panel will consist of the Leader, the Opposition Leader and the Deputy Leader of the Council (or their nominated representatives) plus any relevant Cabinet members as consultees.

The role of the panel is to review the job description and terms & conditions of employment relating to a post, make appropriate recommendations to the Chief Executive, decide on the process and to appoint the Appointments Committee to undertake the appointments' process.

2.2. Appointments Committee

The Appointments' Panel agrees the process to appoint to the role and then proposes the membership of the Appointments' Committee. This typically includes the leader (or deputy), the relevant Cabinet member and the opposition lead for the area to be recruited to. The Constitution specifies a maximum of 5 members of the committee, with the remaining 2 places assigned based on the rules of political proportionality. The implications of this are that each committee will comprise 3 Liberal Democrats and 2 Conservatives.

The role of the Appointments' Committee is to 'run' the process. This will include agreeing the shortlist for the role, interviewing and then confirming the appointment at full Council.

The Appointments Panel has agreed the process to appoint to the role and has proposed the following membership of the Appointments' Committee:

- Councillor Bill Revans – Leader of the Council
- Councillor Liz Leyshon – Deputy Leader of the Council

- Councillor Val Keitch – Lead Member for Transformation and Human Resources
- Councillor Andy Dingwall – Opposition Spokesperson for Communities, Housing and Culture
- Councillor Sue Osbourne – Oppositions Spokesperson for Adult Social Care

3. Tiers 2 & 3 Structure for Somerset Council

3.1. Structure

The structure for tiers 2 & 3, for Somerset Council, can be seen in the embedded Powerpoint Presentation:



Somerset_Council_Proposed_Structure Jan

4. Selection Process and Timeline

This is a significant post that is subject to a member appointments process. The post is key to linking service and corporate strategies and as such, there will be interest in assisting with the appointment from partner organisations, staff and elected members. The roles are part of the Senior Leadership team and as such, the Chief Executive may wish to be part of the interview process, advising the Appointments Committees.

The selection process for this role includes the following;

- Faerfield act as the external Recruitment Partner to the recruitment process (as there is an existing contract in place for T1-T3 recruitment).
- Advertising and search carried out by Faerfield
- Longlist and shortlist
- Psychometric Testing
- Final interviews: Appointment Committee/ Member interview panel inc. Alyn Jones (Executive Director – Strategy, Workforce and Localities) and a HR Business Partner.
- Stakeholder & elected member panel – committee advise on who they want involved. Propose that we have 3 stakeholder and 3 members per panel
- Staff panel (aim for approx. 8-10 panel members, relevant to the directorate, plus trade union representation) – Q&A session focused on leadership and culture.
- Appointment Committee Decision meeting at end of interview day.

4.1. Job Description

The Job Description for the post is show in Appendix 1 .

4.2. Salary

Salary comparison work was completed as part of the Tier 2 and Tier 3 Appointments Process.

One of the requirements of the Appointments Panel is to review the terms and conditions of employment for the vacant post, which may include the level of remuneration.

The Service Director – Strategy and Performance has been evaluated with input from our JE Partner, Korn Ferry at a Grade 3, SD2, with a salary range of £110k - £115k.

By way of comparison, examples of other Somerset chief exec and director roles are as follows (before application of the 2022-23 pay award, salary details of all those in tiers 1-3 are available):

Organisation	Role	Salary
SCC	Director of ECI & Lead Commissioner	£132,777
SCC	Director of Adults Services	£132,777
SCC	Director of Children's Services	£145,000
SCC	Director of Public Health	£122,100
Mendip	Chief Executive	£116,725
Mendip	Deputy Chief Executive	£86,488
Mendip	Head of Corporate Services	£67,954
Sedgemoor	Deputy Chief Executive	£110k
Sedgemoor	Director of Finance – 151	£95k
SW&T	Chief Executive	£120,526
SW&T	Director Place & Climate Change	£102,750

The salary range for this role has already been approved by the Appointments Panel and agreed at the full meeting of Council on 22nd February 2023, as part of the Chief Executive's report.

Author: Carrie Minall, Recruitment Services Manager

22nd May 2023

Appendix One – Job Description and Person Specification

SOMERSET COUNCIL

Role title	Service Director – Strategy and Performance
Directorate	Strategy, Workforce and Localities
Reporting to	Executive Director- Strategy, Workforce and Localities
Grade	SD 2
Evaluation ref;	
Role purpose	
<ul style="list-style-type: none"> • Lead for Strategy & Performance Services providing creative ideas and insights and applying functional expertise to support the development of a long term (5-10 year) programme of improvement and development for the services managed. • Provide strategic leadership and direction, operational management and financial control for the Strategy and Performance areas. To drive sustainable economic growth and effective cost control and revenue generation across Somerset. • Accountable for the performance of Strategy and Performance areas and the delivery of high-quality strategic objectives. Support the Corporate Director for Strategy, Performance and Localities to deliver the desired culture and aims of the Council. • Drive transformational organisational change to achieve excellent staff, member, customer, and partner relationships while delivering cost-effective, high-quality services to residents. 	
Key results area	Accountability
Service Director Corporate Responsibilities	<p>Provide clear leadership to deliver the Council’s strategic priorities and meet the Council’s financial targets, as a member of the Council’s Senior Leadership Team.</p> <p>Advise & guide Elected Members in respect of planning, operational and policy issues in relation to the Strategy and Performance teams.</p> <p>Lead Strategy and Performance Operational teams with a clear identity in terms of its flexible and responsive ways of working, inclusive and diverse culture, and high level of employee engagement and wellbeing.</p> <p>Engage in strategic partnerships and promote and communicate the Council’s services.</p> <p>Function as an ambassador for the Council promoting, both internally and externally, the Council’s vision, strategic aims, and values.</p>

Value the diversity of Somerset's communities ensuring equality of access and treatment in service delivery and employment.

Function as a role model for Somerset's vision and values. Promotes a culture of continuous improvement that encourages creativity and innovation to ensure services are efficient and responsive to local needs.

Develop the potential and flexibility across the Council and its workforce including the motivation and development of employees within the Strategy and Performance Teams.

Ensure that all services place a high value on customer responsiveness by demonstrating a commitment to meeting and involving the broadest range of direct and indirect service users, citizens, customers, communities, and businesses, as well as defining performance measures linked to customer care.

Drives the delivery of the Councils' key strategic aims and objectives ensuring understanding and commitment from managers and staff from across the Strategy and Performance teams.

Ensure that the Council can meet new challenges and initiatives by keeping abreast of challenges and opportunities facing public services, taking proactive steps to exert influence across the broad range of policy makers, public bodies, and suppliers.

Support Corporate and Directorate specific transformational change programmes with the aim of maximising efficiency, modernising services, and achieving better outcomes and opportunities for service users and customers.

Ensure flexibility in reacting to the needs of the Council, its' customers and partners supporting a culture of continuous improvement.

Ensure compliance with all relevant legislation, organisational policy, and professional codes of conduct to uphold standards of best practise.

Member of the corporate on call roster at strategic level to set strategy and co-ordinate at the tactical level activity when responding to internal and external emergencies/major incidents which may require a response during unsocial hours.

Undertake relevant training and exercises commensurate with Strategic Officer responsibilities including but not limited to Multi-agency Gold Incident Commander (MAGIC).

	<p>Accountable for compliance with all relevant health and safety legislation and Somerset Council H&S policies, ensuring there is effective resourcing and management of operations to deliver this.</p> <p>Function as change champion to translate organisational ambitions into real achievements. The role must balance internal and external focus to ensure the economic, social, and environmental wellbeing of the Council.</p>
<p>Service Delivery</p>	<p>Provides the long term (5-10) year strategic direction for the delivery of innovative, customer focused, cost-effective services which support the overall aims of the Council for: -</p> <ul style="list-style-type: none"> Strategy and Policy Transformation Performance and Benchmarking Communications Programme Management, Project Management Change and Improvement Business Intelligence and Analysis Data Visualisation & Complex Analytics, Data Management/Warehousing Digital - Development and Service Legislation and Horizon Scanning Statutory Returns Commissioning Framework and Development Address Management (LLGP, LGS, Street Naming and Numbering) Land Charges GIS Corporate Equality and Armed Forces Covenant
<p>Service Development</p>	<p>Lead the development and delivery of corporate performance standards and targets with multi agency partners to support the achievement of the Council's ambitions for Somerset.</p> <p>Develop effective relationships with government departments regional and local agencies and partners to influence policy and practise to the benefit of our communities.</p>
<p>Financial/Budget Management</p>	<p>Oversees all team budgets to ensure they are deployed to achieve value for money, are well monitored and controlled and resources allocated accordingly.</p>
<p>Performance Frameworks</p>	<p>Deliver high quality management information across the Council as a tool for organisational success.</p> <p>Ensure effective measures are in place to monitor and evaluate demand and supplier performance against contract requirements and to initiate</p>

	<p>and manage actions for service improvement and intervention where appropriate.</p> <p>Ensure effective processes and channels are in place for feedback from users, communities, partners, and providers.</p> <p>Ensure the effectiveness of service performance in terms of achieving the purpose and outcomes defined in the strategy.</p> <p>Evaluate changes in legislation, policy and needs against the existing strategy.</p> <p>Identify and deliver the need/opportunity to modify strategic priorities and targets.</p>
Team Management	<p>Deliver effective leadership and management of all staff employed across the service motivating and providing development opportunities for employees to ensure the delivery of current and future service commitments.</p>
Stakeholder engagement	<p>Provide senior stakeholders with options and the rationale for strategic courses of action.</p> <p>Ensure regular updates and engagement with Leadership teams, Local Communities, Elected Members, Government departments, Inspectorates, partner organisations, and other Directors across the Council to improve service outcomes.</p> <p>To provide specific technical advice and support to the Council on all issues relating to the area of control.</p>

Knowledge / skills / experience

Qualifications

- Relevant degree and professional qualification **Essential**
- Post-qualification, e.g., MBA, Masters. **Desirable**
- Evidence of work related continuing professional development. **Essential**

Knowledge

- Extensive and comprehensive knowledge and understanding of the national policy context, regulatory environment and frameworks, financial legislation and major issues facing the functional area. **Essential**
- In depth knowledge and understanding of the statutory responsibilities relating to the functional area **Essential**
- Knowledge of the latest developments in all relevant aspects of the role. **Essential**

Experience

- Substantial experience of leading Strategy and Performance in a similarly large, complex organisation (preferably local government). **Essential**
- Substantial leadership and managerial experience and skills gained at a senior level. **Essential**

- Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively. **Desirable**
- Substantial experience of programme management. **Essential**

Skills

- Proven ability to think innovatively and conceptually and deliver against this. **Essential**

Dimensions of role

Strategic oversight of the budget approx. 3.1m per annum.

Leadership and management of a service of 43 employees.

Notes

Competencies / attributes	Somerset Council has developed an attributes framework which will be a key component of the role; this can be found on the Council's website.
Working conditions:	N/A
Working arrangements:	N/A